

Item: Board of Governors Minutes, May 1994
Call Number: Board of Governors Fonds UA-1, 60.6

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AGENDA
BOARD OF GOVERNORS
DALHOUSIE UNIVERSITY
Tuesday, May 17, 1994 (4:00 p.m.)
University Hall, Macdonald Building

- 4:00 1. Approval of agenda
2. Minutes of Board of Governors
 Meeting of April 21, 1994
 (enclosure)
3. President's Report (to be distributed
 at the meeting)
- 4:10 **Items for decision**
4. Recommendations for 1994-1995 (Walker)
 Student Assistance Program
5. Nominating Committee recommendations: (Piercey)
 Board Appointments
 - Officers of the Board
 - Standing Committee Chairs
- 4:30 **Item for discussion**
6. Impact of Provincial Budget on (Mason)
 1994/95 University Budget
- 4:50 **Items for information**
7. Standing Committee Reports
 a) Development Committee (Fountain)
8. Progress Report : Presidential (Shaw)
 Search Committee
- In-Camera**
- 5:10 9. Nominating Committee recommendation: (Piercey)
 Governor in Council appointment
10. Rationalization (enclosure) (Clark)
- 6:00 11. Adjournment

Minutes of a meeting of the
Board of Governors held on Tuesday
May 17, 1994 at 4:00 p.m. in
University Hall

Dalhousie University
Halifax, Nova Scotia

PRESENT:

Mr. Allan C. Shaw Chairperson	Ms. Bernadette Macdonald
Mr. David J. Almon	Mr. George W. MacDonald
Dr. D. Wayne Bell	Ms. Suzan MacLean
Mr. Peter Bryson	Hon. Jacqueline Matheson
Dr. Howard C. Clark President	Mr. Thomas McPhee
Mr. James Connor	Dr. Carmen F. Moir
Mr. James S. Cowan Vice-Chairperson	Dr. Sharon Oliver
Mr. J. Dickson Crawford	Dr. Norman G. O. Pereira
Dr. Kenneth Dunn	Mrs. Ann Petley-Jones Honorary Secretary
Mr. Fred S. Fountain	Mrs. Josie Richard
Dr. Margaret Hansell	Mr. John C. Risley Honorary Treasurer
Dr. William Hare	Ms. Cynthia Robertson
Mr. Donald A. Kerr	Mrs. Patricia Roscoe
Ms. Lisa Lachance	Mr. Kenneth C. Rowe
Mr. Thomas E. G. Lynch	Mr. Byron G. Sarson
	Miss Barbara Walker Vice-Chairperson

Also present were: Mr. Clifford J. Shirley (Associate Board Member); Mr. George C. Piercey (immediate past Chairperson, Board of Governors); Mr. Bryan G. Mason (Vice-President, Finance and Administration); Mr. Eric A. McKee (Vice-President, Student Services); Mr. Henry E. Eberhardt (Vice-President, External); Professor Jennifer Bankier (President, Dalhousie Faculty Association); Mr. Brian C. Crocker (University Secretary and Legal Counsel); Ms. Julia Eastman (Co-ordinator of Policy Development); Dr. Colin Stuttard (immediate past President, Dalhousie Faculty Association); Mr. B. D. Christie (Executive Director, Office of Institutional Affairs); Mr. W. L. Lord (Director, Physical Plant and Planning); Mr. Ian Nason (Director, Financial Services); Mrs. Betty Flinn (Director, Alumni Affairs); Mrs. Charlotte Sutherland (Director, Development Office); Mr. William A. Straitton (Director, Capital Campaign); Ms. Mary Somers (Editor, "Dal News"); and Ms. Joann Griffin (Secretary).

Regrets were received from Mrs. Charlotte Cochran, Dr. Brian Flemming, The Hon. T. Alex Hickman, Dr. Deborah Hobson, Ms. Carolyn Johnson, Mr. Rod MacLeod, Mrs. Carol Young and Mr. Robert Zed.

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Welcome

Mr. Shaw called the meeting to order at 4:10 p.m. and welcomed the following individuals to the meeting:

Mr. Clifford J. Shirley, Executive Vice-President, Canadian Imperial Bank of Commerce in Toronto, and an Associate Member of the Board; Professor Jennifer Bankier, newly elected President of the Dalhousie Faculty Association who therefore has observer status at Board meetings; and James Connor, Lisa Lachance and Thomas McPhee, all of whom are student representatives to the Board and were officially attending their first Board meeting since their appointments had been approved.

Approval of Agenda

Board Members agreed to approve the agenda for the meeting as circulated.

Minutes of Board Meeting of April 21, 1994

Professor Bankier, on behalf of her predecessor Dr. Stuttard, requested that the Minutes of the April 21, 1994 meeting be amended as follows: In the second full paragraph of page 6 the sentence reading "He [Dr. Stuttard] observed that many of the Review Committee's recommendations were remarkably similar to recommendations contained in that document" should read "He observed that many of the Review Committee's recommendations were remarkably similar to recommendations contained in that document except for the CAUT (Canadian Association of University Teachers) Independent Study Group on University Governance's inclusion of two staff members on its model Board of Governors". Professor Bankier commented that the CAUT in approving its own policy statement on university governance included a similar provision relating to participation of staff members as well as a reference to the desirability of including staff members on Presidential Search Committees.

Professor Bankier then noted that the following sentence "In response to a further inquiry from Dr. Stuttard, Mr. Cowan noted that the Board has established criteria for selecting Board Members that were approved by the Board a little over a year ago, and that conflict of interest is adequately dealt with in our By-laws.", in order to provide more context for the rest of the sentence, should be amended to read "In response to a further inquiry and a reference to the Report of the Independent Study Group on University Governance's conflict of interest guidelines, Mr. Cowan noted that the Board has established criteria for selecting Board Members that were approved by the Board a little over a year ago, and that conflict of interest is adequately

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dealt with in our By-laws."

Professor Bankier then observed that she would not be in attendance for the In-Camera session for Board Members only and therefore suggested that it seemed helpful to note as a basis for any discussion that might occur then that the last sentence of the first complete paragraph on page 12 of the Minutes was, in the view of the Dalhousie Faculty Association, incorrect. That sentence reads as follows: "He [Dr. Clark] noted we had made it very clear to government that we had no ability to close programs and we do not know how that will be resolved, which should be a matter of concern to all Board Members as it could mean that we could have a situation in which we have no students in a program but are committed to faculty members and staff for a long period of time." Professor Bankier commented that, in her view, it is possible for Dalhousie to close programs for bona fide academic reasons and that the arbitration decision by Dr. Soberman was about establishing what bona fide academic reasons are. She elaborated by indicating that if the provincial rationalization process were ever to produce a report that made academic sense after a proper academic review, then there are options in that situation. She suggested that the problem is that the Teacher Education review was so badly designed that there is no proper academic basis for making any decisions on its merits but it is conceivable that some subsequent report produced during the process might be of genuine academic merit. She observed that Dr. Halliwell noted in the Green Paper that NSCUFA has some specific suggestions to be made about model clauses or possible negotiations with CONSUP to set up a framework for transfer of faculty from one university to another if we ever get a process that makes academic sense.

Mrs. Petley-Jones moved and Miss Walker seconded a motion that the Minutes of the April 21, 1994 meeting of the Board of Governors be approved as amended. The motion carried.

President's Report

Dr. Clark briefly reviewed his President's Report which was distributed at the meeting, and he also acknowledged that Mr. Clifford Shirley and Mrs. Shirley had hosted the recent Alumni dinner in Toronto which was reported to have been splendid. A copy of the President's Report is attached to these Minutes.

Items for decision

Recommendations for 1994-1995 Student Assistance Program

As Chair of the Student Relations and Residence Committee, Miss Walker moved and Mr. McPhee seconded a motion THAT, upon the

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recommendation of the Student Relations and Residence Committee, the Board of Governors approve the following allocation of Student Assistance Program funds for 1994-95:

- Student Employment	\$ 800,000
- Undergraduate Bursaries	1,346,000
- Dentistry, Law & Medicine Bursaries	280,000
- Graduate Scholarships/Bursaries	243,000
- International Student Scholarships	44,000
- International Education Assistance	50,000
- Contingency	<u>25,000</u>
Total	\$2,788,000

Miss Walker explained that the funds for the Student Assistance Program come from increased tuition fee revenues and she noted that in 1991-92 the average award was \$494 whereas this year the average award was \$983. She noted that staff who had developed the Student Assistance Program should be commended for their very fine work.

The Chair called for the vote on the motion, and the motion carried.

Nominating Committee Recommendations: Board Appointments

Mr. Piercey, Chair of the Nominating Committee, reported that the Nominating Committee was seeking approval today of the appointment of the Officers of the Board, and of the Standing Committee Chairs for 1994-95 as well as one Governor in Council appointment that would be presented during the In-Camera session. He noted that the committee would be bringing forward a recommendation at the June Board of Governors meeting for approval of the appointment of an individual recently elected by the Alumni Association to represent them on the Board of Governors; and recommendations regarding Standing Committee memberships would also be presented at that time.

He observed that the Nominating Committee was recommending that no changes be made to the Officers of the Board, and, with regard to Standing Committee Chairs, it was proposed that they too remain the same with one exception. He noted that The Honourable Jacqueline Matheson was being recommended to replace Mr. Don Kerr as Chair of the Buildings and Grounds Committee. He explained that Mr. Kerr's third consecutive term as a Board member concludes on June 30, 1994 and noted that our by-laws limit appointments to the Board to three consecutive terms after which there must be a break of at least one year before a member becomes eligible for nomination for re-appointment.

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Mr. Piercey concluded his report by requesting, and these Minutes do hereby record, Dalhousie University's gratitude to Mr. Kerr for the contribution he has made as a loyal and dedicated member of this Board who will be missed.

Mr. Sarson moved and Dr. Pereira seconded a motion THAT, upon the recommendation of the Nominating Committee, the Board of Governors approve the following re-appointments effective July 1, 1994:

Officers of the Board

Chairperson	Mr. Allan C. Shaw
Vice-Chairperson	Mr. James S. Cowan
Vice-Chairperson	Miss Barbara Walker
Honorary Secretary	Mrs. Ann Petley-Jones
Honorary Treasurer	Mr. John C. Risley

and approve the appointment of

Standing Committee Chairs for 1994-95 as follows:

Audit	Mrs. Ann Petley-Jones
Buildings and Grounds	Hon. Jacqueline Matheson
Finance and Budget	Mr. John C. Risley
Investment	Mr. J. Dickson Crawford
Nominating	Mr. George C. Piercey
Development	Mr. Fred S. Fountain
Staff Relations	Mrs. Patricia Roscoe
Students Relations and Residence	Miss Barbara Walker

The motion carried.

Item for discussion

Impact of Provincial Budget on 1994-1995 University Budget

A memorandum prepared by Mr. Mason, Vice-President (Finance and Administration), on the Provincial Budget Impact on the 1994/95 University Budget was distributed at the meeting. Mr. Mason provided a comprehensive review of the information contained in that memorandum during which he stressed that the assessment was a preliminary one as we have not received confirmation from the Nova Scotia Council on Higher Education about specific levels of funding for 1994-95. He also provided information on the 1994/95 Nova Scotia Budget with respect to the University System Funding, the public sector salaries and wages legislation and other 1994\95 grants. He noted that we are questioning why post-secondary education has been treated more harshly than education

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at other levels. He observed that we are now in the process of developing a final budget for presentation to the Board at the June meeting.

In responding to a question from Mr. Crawford about the reduction of about \$5.5 million in our wage bill as a result of the proposed absolute freeze on all salary increments for the April 29, 1994 to May 1, 1995 period, plus the 3% rollback of all salaries above \$25,000, Mr. Mason noted that it was made up of two components, the largest being the fact that no salary increases will be allowed that are either called for under current collective agreements or were anticipated for other groups that do not have a collective agreement. He observed that we now expect expenditures of \$1.9 million rather than over \$6.4 million. He explained that the remainder is an approximation of the total effect of the three percent rollback for the period it will be in effect this year.

Professor Bankier noted that, with the indulgence of the meeting, she would comment that all the analysis contained in the last two issues of the "Dialogue" directed to the impact of the Budget Advisory Committee proposals for salary freezes is applicable, and there will be additional data in the next issue of the "Dialogue" about the relative deterioration of salaries for all ranks of faculty. She commented that there is a very good letter from Dr. Clark dated May 23, 1991 which notes the negative impact of such legislation on collective bargaining and internal university relations, its autonomy, and its ability to hire or retain faculty. She noted that she had been asked by the Dalhousie Staff Association to note that they have sent a letter to the Board noting that they will be working to rule and the decision to do so is directed at the provincial government and not towards Dalhousie University. She suggested that Dalhousie has been getting by to a considerable degree on the goodwill of its employees who have been extending themselves further and further because of the financial crisis by doing more work voluntarily. She suggested that the difficulty is that it is possible to burn out goodwill and she suggested we have been very close to the edge on that for some time even without the recent provincial government's imposition. She expressed concern that the legislation also gives employers veto rights over monetary and non-monetary matters and she concluded by suggesting that the financial and psychological impact for the employees of the university are serious as a result of the legislation. In response to an inquiry from Mr. Almon, she noted that it was her understanding that the Dalhousie Staff Association members are working to rule effective immediately.

Items for Information

Standing Committee Reports

a) Development Committee

Mr. Shaw noted that, at the April Board Meeting, it was indicated that there would be a full and final report on fundraising activity for the past year, and he called upon Mr. Fountain to present the report of the Development Committee. Mr. Fountain observed that a copy of the Report of the Development Committee had been distributed at the meeting and he would encourage all Board members to read the report and therefore he would only speak briefly to highlight various successes associated with the Annual Fund, the Chair in Black Canadian Studies, Planned Giving, and the \$300,000 pledged in support of the Indigenous Black & Mi'kmaq program. He concluded his report by noting that the Development Committee is looking forward to even greater success next year. It is noted that the final paragraph of the Report indicates that "100 percent of Board members pledged their support to the Annual Fund and many members also supported other initiatives".

Progress Report : Presidential Search Committee

Mr. Shaw noted that the Presidential Search Committee is making good progress having met with many groups and individuals who assisted substantially with its efforts to develop a Presidential Profile and identify issues that the new President would be expected to address. He noted that the Committee would hold its 14th meeting tomorrow and explained that it had now essentially completed the consultation phase of the search process and was pleased to have received a great many helpful written submissions many of which included suggestions regarding potential candidates. He noted that a Presidential Profile would be brought to the Board in June for information and that it would also be published in "Dal News". He observed that the Profile reflected the advice the committee had received about the leadership qualifications and qualities it is seeking in the next President. He explained that the committee had only just begun to contemplate potential names as it had been decided to keep that part of the process quite separate from the process of developing a profile. He noted that advertisements have been placed in various publications and the committee has already received several applications and nominations. He concluded by noting that, over the summer months, the Search Committee with the assistance of Mr. Jim Lundy of Landmark Consulting, will be preparing and reviewing files on candidates with the aim of bringing forward a recommendation to the Board of Governors by the end of the year.